

**Mid-term Review of USAID/Paraguay Environmental Strategic Objective  
Review and recommendations for current strategy (2001-2005)**

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**Safia Aggarwal, Victor Bullen, and Julie Kunen**

## TABLE OF CONTENTS

<b>Introduction.....</b>	<b>3</b>
<b>Methodology .....</b>	<b>3</b>
<b>Findings and accomplishments:.....</b>	<b>3</b>
<i>General findings and accomplishments.....</i>	<i>4</i>
<i>Region specific findings and achievements .....</i>	<i>5</i>
Upper Paraná Atlantic Forest (UPAF) .....	5
Chaco/Pantanal.....	6
<b>Recommendations for Current Environment SO.....</b>	<b>8</b>
<i>General recommendations .....</i>	<i>8</i>
<i>Region Specific Recommendations .....</i>	<i>9</i>
Upper Paraná Atlantic Forest (UPAF) .....	9
Chaco/Pantanal.....	9
<b>Appendix .....</b>	<b>11</b>
<i>Acronyms .....</i>	<i>11</i>
<i>List of Contacts.....</i>	<i>12</i>
<i>Scope of work .....</i>	<i>13</i>

## **Introduction**

This report details the findings and recommendations that emerged from a mid-term review of USAID/Paraguay's Environmental Strategic Objective 2001-2005, entitled "Management of Globally Significant Ecoregions Improved." The purpose of the review was to assess the mid-term progress achieved towards the Environmental Strategic Objective, and recommend changes for the current strategy. The purpose of the review was also to make recommendations for the future strategy (2006-2010). Recommendations for the future strategy are presented in a separate document.

## **Methodology**

This review is based on site visits, interviews, and review of existing documents. The review team visited two field sites: i) the Chaco region, where the team visited Defensores del Chaco National Park, Loma Plata and Filadelfia, and ii) the San Rafael Resource Management Reserve in the Atlantic Forest region.

The team conducted interviews with NGOs directly and indirectly supported by USAID/Paraguay; the former included WWF, TNC, Fundación DeSdel Chaco and IDEA, and the latter included Guyra Paraguay, Alter Vida, FMB, Pro Cosara, ASCIM, and Natural Land Trust. Interviews were conducted with central government officials in the Environment Secretariat (SEAM) and with local government officials (in the Departments of Alto Paraguay and Boquerón). The team also interviewed other donors supporting environmental programs in Paraguay as well as the program officers for the Economic Growth and the Democracy and Governance Programs at the Mission. Appendix 2 provides a list of individuals interviewed at each of the organizations.

Documents reviewed by the team included earlier evaluations of WWF-Paraguay (November 2001) and of Fundación DeSdel Chaco (2002). Additional documents reviewed by the team included workplans and annual reports received from NGOs directly funded by the Mission as well as documents collected at the interviews.

## **Findings and accomplishments:**

The Mission's Environment SO "Management of Globally Significant Ecoregions Improved" has two Intermediate Results:

- IR 2.1 Ecoregional management capacity of local NGOs strengthened, and
- IR 2.2 Policy, legal, and financial tools for improved ecoregional management developed.

Program accomplishments were evaluated against these IRs, however site visits allowed for a general biophysical assessment of the ecoregions. Below, we outline the major accomplishments of the program. Since the challenges, program successes, and recommendations are strikingly different for the Upper Paraná Atlantic Forest (UPAF) and the Chaco ecoregions, we provide both overall and region-specific findings and recommendations.

### *1) General findings and accomplishments*

1. Accomplishments of the Environmental SO are significant for the amount of funds invested (approx. \$1,000,000 per year). USAID/Paraguay is filling an important niche in natural resource conservation that is not supported by other donors. UNDP/GEF's Paraguayan Wildlands Protection Initiative, a \$9 million, seven-year project that began in 1998, is providing support to the SEAM for institutional strengthening and support for four protected areas. The program is, however, largely ineffective primarily due to SEAM's lack of capacity and resources.

2. USAID/Paraguay is making an enormous impact on local NGO strengthening and capacity building. This is another niche that is being filled only by USAID and not by other environment donors in the country. Other donors are primarily implementing programs through government ministries, departments, and municipalities. Progress in working via the central government has been extremely slow, and it is not clear whether it is effective. Realizing this, some donors such as JICA and GTZ are beginning to shift focus to work directly with NGOs, civil society organizations, and local governments.

3. Many local conservation NGOs have emerged through support from TNC, WWF, and USAID's earlier support to FMB. Capacity building has yielded results in adaptive management (shifting focus to new threats and opportunities as they emerge, such as developing alternative income generation activities), ability to obtain new sources of funding (from other government donors, private foundations, internet campaigns), development of technical expertise (engaging in research and publishing and providing a guiding biodiversity vision to the government and other conservation NGOs), and coordination of efforts in project implementation (such as education activities and training to other NGOs, parks guards, and judges).

4. Partner NGOs are working to strengthen the central government, in particular the Secretariat of Environment (SEAM) created in 2000. Partner conservation NGOs are assisting SEAM to develop a national environmental strategy, including SINASIP (Strategic Plan for the National System of Protected Areas) and ENPAB (National Strategy and Plan of Action for the Conservation of Biodiversity). In 2003, IDEA published a comprehensive analysis of Paraguay's environmental laws, as well as analyses and recommendations for necessary reforms to the national environmental framework. WWF and TNC are also working closely with government authorities to create a national environmental fund, as well as a debt-for-nature swap with the United States. Despite this, progress in working with the central government has been slow, due to the central government's lack of resources, technical capacity and political will.

5. The NGOs are also working to implement SEAM's directive that environmental management be devolved to local governments. Several of the NGOs (WWF, TNC, IDEA, Guyra, DeSdel Chaco) have developed good links with departments and municipalities and are engaged in capacity building, institutional strengthening, and land use planning. They are providing valuable technical support and training to local governments, and assisting them in functions that local governments are unable to perform due to lack of funds and technical capacity. For instance, IDEA conducted environmental law training workshops for prosecutors and judges in four Departments. Other regional examples are provided below.

6. NGOs are developing a variety of environmental education materials to raise awareness and build constituency for conservation at the national level. For instance, in 2003 WWF produced an environmental education manual for UPAF (described below). TNC provided support to FMB to develop conservation and sustainable development awareness campaigns (also funded by UNDP/GEF and WWF) that resulted in the national broadcast of four television spots, four radio spots, and publishing of several advertisements in a national newspaper. National TV stations donated \$20,000 of airtime to this campaign. Currently, 73 volunteers are participating actively in the awareness campaigns. Volunteers also participated in the ECO EXPO 2003, an environmental fair and exhibition sponsored by SEAM last year.

## *II) Region specific findings and achievements*

### *a) Upper Paraná Atlantic Forest (UPAF)*

1. WWF is playing a valuable role as an umbrella or coordinating organization and as the “keeper of the vision” for the UPAF. Its international work in the ecoregion is successfully integrating activities in Paraguay, Brazil, and Argentina. WWF is focusing on emerging threats in the ecoregion (such as soybean conversion) and is designing creative approaches to address these problems (for example, ongoing dialogue with soy cooperatives, and promotion of a national moratorium on land conversion).
2. WWF efforts also led to the completion, publication, and dissemination of the UPAF Biodiversity Vision. This document is the result of a tri-national effort of governments and non-governmental stakeholders. It is grounded in good conservation science and provides the basis for focusing on the selected areas of the UPAF for conservation efforts. The Biodiversity Vision serves as a planning tool for ecoregional management, based on identification of core protected areas, biological corridors, and sustainable use buffers. The Vision incorporates not only conservation goals, but also community development and promotion of economic alternatives. WWF in collaboration with Peace Corps also developed the Atlantic Forest Manual, a teaching manual for environmental education. At least one Peace Corps volunteer near San Rafael Reserve is using the manual in education and outreach.
3. Capacity building of local NGOs has been highly successful in the Atlantic Forest region. IDEA, Pro Cosara, Guyra Paraguay, Natural Land Trust, and Alter Vida are highly capable partners, each with its own specialty. Each NGO has been able to generate funding, although funds generated from non-USAID sources are relatively small. NGOs are also participating in alliances and cooperative projects to contribute to enacting the Biological Vision. One example is Alter Vida’s work with WWF in boundary delimitation and rapid ecological assessment of Yvytyrusu Private Reserve.
4. In San Rafael, collaboration of local NGOs led to establish the Alianza de Conservación for San Rafael Resource Management Reserve. The Alliance among Guyra Paraguay, Natural Land Trust, IDEA, Pro Cosara, and Enlace, with support from WWF and TNC, works with the environmental prosecutor’s office to prosecute illegal logging, hunting, and land invasions, promotes San Rafael through education programs in campesino and indigenous communities, conducts community outreach and publicity campaigns, and monitors the actions of the Comité de Gestión (stakeholder management committee).

5. Success of the conservation easements is not yet clear. Natural Land Trust conducted successful pilot studies in three regions and has several easement contracts ready for signature and registration. However, IDEA has not yet completed the work of adapting the civil code to codify the agreements, and SEAM is hostile to the use of private conservation mechanisms. No conservation easements have yet been officially registered and WWF indicated it is halting support to IDEA for this activity. It is too soon to evaluate IDEA's work in the Northern Block of UPAF, begun October 2003. However, the proposed activity is appropriate.

6. The mechanism of *usufructo* is being used to protect forests in San Rafael. These agreements are protecting several parcels of forest in San Rafael Reserve. Even though it is expensive (\$5/ha/year) and is thus unlikely to be a permanent solution, term purchase of use rights is an important stop-gap measure until conservation easements can be established, private reserves declared, or funds are found to purchase lands outright.

7. Land purchase by the Alianza de Conservación in the San Rafael Resource Management Reserve is an appropriate and successful part of the overall strategy for countering threats to biodiversity. Given the continuing weak GOP presence in the region and the urgency of the problem of deforestation, land purchase is a necessary part of the mix of strategies.

8. Continued emphasis on the creation of private reserves is needed. Given SEAM's weakness and the lack of national political will to create and enforce new national parks, the need for private reserves continues. The Alianza de Conservación, through fundraising by TNC, WWF, Guyra, and other large NGOs like CI, has purchased several parcels of land in San Rafael Reserve totaling approximately 2,400 ha within the reserve that were considered essential to the forest's survival.

9. TNC and its local partners have developed a good working relationship with IBR (Instituto de Bienestar Rural), a government ministry that has in the past sold lands under Protected Areas status, and moved campesino communities into Protected Areas. This provides a window of opportunity to negotiate a settlement of the problem caused by the La Amistad colony, a campesino settlement placed by IBR inside the San Rafael Reserve.

10. The established mix of forest protection, education, public awareness campaigns, capacity building activities for local government officials, research, work with campesino and indigenous communities, and work with large soy producers, is an appropriate mix to achieve the SO goals.

#### b) Chaco/Pantanal

1. Success of the Environment SO in strengthening government and civil society in the Chaco and Pantanal regions has been noteworthy. However, progress on the overarching ecoregion conservation objective of the SO has been less significant due to inadequate attention being paid to the larger ecoregional threats of forest clearing for pasture and fodder production.

2. TNC is providing institutional development and technical training opportunities to local NGOs. With USAID support TNC built institutional capacity of DeSdel Chaco, now one of the main local NGOs working on natural resource conservation issues in the Paraguayan Chaco, and the primary implementer of TNC's work. Last year, TNC supported IDEA to conduct cross-

border conservation planning workshops in conjunction with Bolivia to promote integrated conservation of the Chaco ecoregion. Also with TNC support, IDEA conducted training certification courses for paralegals in environmental law in the Chaco and Pantanal.

3. DeSdel Chaco has been instrumental in developing a consortium of private land owners in Río Yacaré Sur system and for developing management plans for Mennonite cooperative-owned areas in the Río Yacaré Sur system. The NGO is developing similar proposals for four other areas.

4. Support from DeSdel Chaco led to an official recognition of the Chaco Lodge Lake, largest lake in the Río Yacaré Sur system, as a Ramsar site (Convention on International Wetlands). DeSdel Chaco is working to acquire Ramsar recognition for Laguna Roja Silva, Laguna Ganzo, and Laguna Campo María.

5. Significant progress is being made in strengthening of local governments and municipal environmental secretariats (SEAMs) in the Chaco. In 2003, DeSdel Chaco conducted two workshops in coordination with the Department of Boquerón and Municipality of Mariscal Estigarribia) educating local government and youth leaders on biodiversity and national and international environmental laws recognized in Paraguay. DeSdel Chaco is developing land use and development plans with the Departments of Boquerón and Alto Paraguay to enable the local governments to proactively address environmental issues. As part of this activity, DeSdel Chaco developed urban cadasters and is beginning to develop rural cadasters for the municipalities of Puerto Casado, Fuerte Olimpo, and Mariscal Estigarribia.

6. Public awareness campaigns on governance, organizational development, and environmental issues have formed an important part of the work in the Chaco. DeSdel Chaco developed a series of 30 minute weekly radio programs that are being broadcast on the Chaco's most widely received station, Radio Pai Puku. By the end of FY03, DeSdel Chaco will have developed 20 such radio programs.

7. DeSdel Chaco is representing Paraguay in the international Convention to Combat Desertification. To address the problem of desertification, DeSdel Chaco has promoted the use of mesquite among three indigenous communities in Central Chaco. The activity is aimed at providing communities incentives to maintain tree cover while providing for food security and income generation needs. This activity has benefits for indigenous communities, however, it is a small step in addressing desertification in the Chaco. Larger causes of desertification, namely deforestation and land conversion to pasture and agriculture remain largely unaddressed.

8. Under USAID's Parks in Peril (PiP) program, DeSdel Chaco led conservation efforts in the Defensores del Chaco National Park (DChNP). More recently, DeSdel Chaco conducted legal delineation of park boundaries and has been successfully working with the central government to transfer lands in the National Park from IBR to SEAM. This is an important move towards long-term sustainability of the Park. However, progress made under the PiP program is being undermined due to lack of support from SEAM, and lack of coordination with UNDP/GEF that has resulted in the removal of park guards from Defensores del Chaco to GEF-supported Medanos National Park.

9. TNC is financing the purchase of a corridor between Defensores del Chaco and the Cerro Guaraní National Parks. With TNC assistance, DeSdel Chaco has purchased the first 5,300 ha of land in this corridor.

10. Bi-Oceanic corridor roads are likely to accelerate land conversion in the Chaco. Governors of Alto Paraguay and Boqueron Departments have expressed concerns and want to ensure that mitigation plans as outlined in the environmental impact assessment are put into effect. DeSdel Chaco is also interested in addressing environmental and social issues associated with the road (such as immigration of Brazilian landless farmers, easy access to forest, and further land clearing for agriculture in the region).

11. In the Pantanal, TNC used USAID support to establish a conservation group called the “Eco Club Pantanal Paraguayo” that is leading environmental education and outreach activities in Bahia Negra. TNC established sustainable small-enterprise activities in Bahia Negra including a community bakery, a community pharmacy, school vegetable gardens and beekeeping that seek to benefit indigenous groups and decrease their dependence on natural resources. TNC also supported IDEA in the development of an indigenous handicrafts enterprise project with market links in Asuncion.

### **Recommendations for Current Environment SO**

Overall, the review team suggests that the SO continue its emphases in the Chaco and the Atlantic Forest regions. In the Atlantic Forest region, the Mission should continue to focus on conserving the remaining forest fragments, while placing greater emphasis on supporting alternative income generation and sustainable natural resource enterprise activities. In the Chaco, a landscape approach to conservation is needed to address the primary threat to forests in the region, namely conversion of forests to pasture and fodder production, and the proposed bi-oceanic road development. In the Pantanal, the review team recommends phasing out its support to activities. Only 15 percent of the Pantanal ecoregion lies in Paraguay, a significant part of which is owned by a TNC board member. Paraguayan Pantanal is also considerably less threatened than the Chaco ecoregion.

#### *1) General recommendations*

1. Continue supporting NGOs, rather than working directly with national government ministries. However, government interest in conservation programs is critical in the long run. NGO partners should, therefore, continue to monitor the development of a national environmental policy, and work with SEAM to influence its activities and decisions. The Mission Director and/or the U.S. Ambassador should communicate with Congressional and Executive Branch leaders directly, to strongly encourage the GOP to give more support to SEAM and to promote the importance of environmental policies in the national agenda.

2. Implementing partners should continue to work with departments and municipalities and to provide technical support and training to strengthen their capacity for decentralized environmental management.



3. Donor coordination at the site or regional level should be promoted. The Mission should consider bringing together donors and NGO implementing partners working at a particular site or region to exchange information, coordinate plans, and avoid duplication of effort. This strategy may also help partners access GEF's funds for protected area management.

4. WWF and TNC should be encouraged to spend more regional matching funds in Paraguay. Currently, large portions of the matching funds are being directed towards neighboring countries that share the ecoregions (Brazil and Argentina). The NGOs also should be encouraged to seek other sources of funding.

5. Synergies between the Environment SO and the Democracy and Governance (DG) SO exist already and should be further developed in the new strategy. The DG SO and IRs are complementary to the Environment SO in terms of strengthening capacity of national and local governments to better perform their functions. The DG SO is also addressing brown environment issues such as drinking water, sanitation, and waste disposal. Greater dialogue with the DG sector will greatly benefit the Environment SO. Detailed suggestions on how synergies may be developed are provided in the recommendations for future strategy.

6. Synergies also exist between the Economic Growth (EG) and Environment SO. The EG program already gives support to small and medium sized firms producing agricultural and natural resource products, and the poverty corridor currently identified as a target of this program overlaps with the Atlantic Forest region where the Mission supports conservation work. These linkages should be explored under the current strategy for an easier transition into cross-sectoral recommendations in the future strategy.

## *II) Region Specific Recommendations*

### *a) Upper Paraná Atlantic Forest (UPAF)*

1. Continue on course with WWF, while pursuing conversion of WWF funding from a Leader's to an Associate's award.

2. Continue on course with IDEA. Schedule an evaluation of the Northern Block program two years into the three year agreement.

3. Implementing partners should place even greater emphasis on alternative income generating activities (such as NTFPs, artisan production, or ecotourism) and on economic incentives to conserve forests (such as payment for ecological services).

### *b) Chaco/Pantanal*

1. Strengthening of another local NGO, and/or developing strong partnerships with other NGOs implementing conservation programs should be a high priority in the Chaco. According to the earlier evaluation of DeSdel Chaco, an alliance of NGOs (ESCOCHACO) does exist in the Chaco that is coordinating actions of the members to exchange experiences and work jointly in implementing activities. However, the alliance appears to be currently inactive. The Mission should encourage DeSdel Chaco and TNC to consider activating the alliance, and working in partnership with other NGOs working in the region.

2. DeSdel Chaco's achievements since its inception have been significant, however, its capacity is limited. DeSdel Chaco should consider focusing efforts on Paraguayan Chaco rather than working in the entire tri-national Chaco ecoregion. Within Paraguay, DeSdel Chaco should stay focused on the primary threat to the region: land conversion for pasture, fodder production and agriculture. It should assist other NGOs to take on other projects that distract from its core strategy and strive for long-term sustainability of its programs. Currently DeSdel Chaco is at risk of discontinuing work on initiatives before they become self sustaining.

3. DeSdel Chaco should develop its technical capacity to address core threats in the ecoregion. For instance, to address land conversion for pasture, innovative rotational grazing systems may be applied, that will require additional knowledge. In addition, DeSdel Chaco should build its capacity in fundraising and seek to become less dependent on USAID funding. Approximately ninety percent of funds received by DeSdel Chaco are directly or indirectly (via TNC) from USAID.

4. Monitoring mitigation activities relating to the Bi-Oceanic Corridor road development is critical. DeSdel Chaco should strengthen local government capacity and/or build capacity of another NGO to monitor mitigation activities. USAID/EGAT may be able to assist the Mission assess potential impacts of the proposed road and develop a plan of action.

5. Continued support to the Defensores del Chaco National Park is needed to maintain progress made under the PiP program and help move towards long-term sustainability of the Park. DeSdel Chaco should actively provide support to the management of the Park. TNC and DeSdel Chaco should work with GEF to return park guards to Defensores del Chaco.

6. The review team recommends phasing out its support to activities in the Pantanal for reasons noted above. Funds supporting work in the Pantanal should be redirected to address larger landscape level issues of deforestation and desertification in the Chaco.

## **Appendix 1**

### **Acronyms**

ASCIM	Association of Indigenous-Mennonite Cooperation Services
CI	Conservation International
CICOAM	Centro Internacional de Capacitacion para Organizaciones Ambientalistas y de Desarrollo
CIDA	Canadian International Cooperation Agency
DChNP	Defensores del Chaco National Park
DeSdel Chaco	Fundacion para el Desarrollo Sustentable del Chaco
DG	Democracy and Governance
EG	Economic Growth
Enlace	Fundacion Enlace
ENPAB	National Strategy and Plan of Action for the Conservation of Biodiversity
EU	European Union
FMB	Foundation Moises Bertoni
GTZ	German Technical Cooperation
GOP	Government of Paraguay
IBR	Instituto de Bienestar Rural (Institute for Rural Welfare)
IDB	Inter-American Development Bank
IDEA	Instituto para el Derecho y Economia Ambiental
IR	Intermediate Result
JICA	Japan International Cooperation Agency
PiP	Parks in Peril
Pro Cosara	Asociacion Pro Cordillera San Rafael
SEAM	Environment Secretariat
SINASIP	Strategic Plan for the National System of Protected Areas
SO	Strategic Objective
TNC	The Nature Conservancy
UNDP/GEF	United Nations Development Program/Global Environmental Facility
UPAF	Upper Parana Atlantic Forest
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

## **Appendix 2**

### **List of Contacts**

Alberto Yanosky, Guyra Paraguay  
Oscar Camé, SEAM - IBD program coordinator  
Erasmus Rodriguez, Governor of Alto Paraguay  
Lucy Aquino, WWF  
Walter Biedermann, WWF  
Phil Hazelton (Consultant with WWF)  
Alberto Villalba, TNC-Paraguay  
Victor Gonzales, SEAM – Protection and conservation of the biodiversity  
Frank Fragano, SEAM - GEF Project  
Wilfried Giesbrecht, Fundacion para el Desarrollo Sostenible del Chaco  
Eduard Boschmann, Asociación de Servicios de Cooperación Indígena – Mennonita (ASCIM)  
David Sawatsky, Governor of Boqueron Department  
Humberto Ratzlaff, Intendente Municipal, Municipalidad de Mariscal Estigarribia  
Christine Hostettler, Pro Cosara  
Jeffrey xxx, Peace Corp volunteer  
Patricia Abed de Vera, Instituto de Derecho Y Economia Ambiental (IDEA)  
Jesus Quintana, IDEA  
Nancy Cardozo, Fundacion Moises Bertoni (FMB)  
Genoveva Ocampos, Canadian International Development Agency (CIDA)  
Andres Molina Lopez, Japan International Cooperation Agency (JICA)  
Kenji Yamamoto, JICA  
Mikio Tokunaga, JICA  
Agnes Bartholomaeus, German Cooperation Agency (GTZ)  
Daniel Vasconsellos, European Union  
Carlos Benitez, UNDP  
Victor Benitez, Altervida  
Alex Uriate, Economic Growth, USAID  
Steve Marma, Democracy and Governance, USAID  
Ana Maria Sienra, Natural Land Trust Paraguay  
Alex Pryor, Guayaki Rainforest Products

### **Appendix 3**

#### **S.O. #2 ENVIRONMENTAL STRATEGIC OBJECTIVE 2001-2005**

Mid term review

Scope of work

##### **1.) Strategic objective (SO) to be reviewed:**

Management of Globally Important Ecoregions Improved.

##### **The intermediate results which contribute to the SO are:**

IR 2.1 Ecoregional management capacity of local NGOs strengthened.

IR 2.2 Policy, legal, and financial tools for improved ecoregional management developed.

##### **2.) Background:**

Paraguay contains portions of three critical ecoregions that are shared with its neighboring countries and all of which harbor globally important biodiversity: the Upper Parana Interior Atlantic rain forest, the Chaco tropical dry forest, and the Pantanal wetlands. All three ecoregions face serious environmental threats.

The Environmental SO #2 is part of the USAID/Paraguay Strategic Plan for FY 2001- 2005. This SO seeks to develop and implement Ecoregional and sub ecoregional management plans in a participatory manner and to coordinate conservation efforts with neighboring countries.

Ecoregional and sub ecoregional management plans should compile information on the status of the ecoregions, identify local and regional actions needed to improve its management and build support for its implementation.

Overall, Environmental SO # 2 seeks to support national, regional and global priorities. The national priority is focused on building the capacity of Paraguayan NGO's and CSO's in order for them to promote and achieve environmental initiatives. Also to assist the GOP and local governments in the development and implementation of environmental policies and legal tools that will improve management and conservation of the ecoregions. This SO encourages partners to identify alternative and sustainable sources of financing so that activities will continue after Mission support ends.

Paraguayan NGOs, CSOs, and departmental and municipal government leaders are the primary targets of the Mission's programming efforts. A Secondary target is the SEAM and related institutions such as the National Environmental Council and the Directorate of National Parks.

### **3) Purpose of Review:**

The overall objective of this review is to assess the midterm progress achieved towards the Environmental Strategic Objective and offer concrete recommendations for future activist in the sector over the 2006-2011 period.

Specific objectives of this mid-term review are to:

A.) Based on the mid-term evaluations of the Environment SO activities, summarizes impact of the current program, lessons learned, and recommendations for adjusting the results, resources, activities and other parameters during the remainder of the life of the current SO.

B.) Provide recommendation regarding where the Mission should focus activities in this sector during the next Strategic Plan period. The recommendations should include ideas with regard to the following:

- Tie-In with Host-Country Development Priorities
- Paraguay's principle environmental problems and challenges in the medium term- 2006-2011.
- illustrative SO and critical assumptions
- the rationale for USAID's involvement (predominant capability/comparative advantage of USAID in the sector, etc.)
- some illustrative activities
- Relationship to other sectors and SOs in next Strategic Plan period
- Transition from current program

Basic questions to answer in order to do the above:

Where should the sector be in 2011?

What do you need to get there?

What obstacles exist to achieve this?

What exists already in order to help achieve where you want to get to in 2010?

What trends should you take into account?

What are achievements you would hope for?

### **4.) Review Methods:**

The methodology to be used in this review should include:

A.) A review of the SO description, results and indicators, project documents, project papers and reports, and studies and research papers related to the SO. Review mid-term evaluations of DeSdel Chaco, TNC and WWF programs.

B.) Group and individual meetings and interviews conducted with key environmental sector experts, representatives of donor-funded environmental projects (USAID and other

donors), environmental NGOs, governmental officials at national, departmental and local. Representatives of the private sector with a vision of environmental issues should also be contacted.

## **5.) Team composition and Participation:**

The review team will be composed of at least four members with language ability in Spanish:

2 Environmental specialists (from Washington)  
Regional Environmental specialist (V.Bullen), and  
Mission's environmental team representative.

Others to be involved on the process as a valuable source of information are:

Local national and international organizations implementing the SO  
Local organizations working on issues related to the SO  
Representatives from all levels of government

## **6. ) Procedures: Schedule and Logistics:**

a) Review existing documents:

- USAID Strategic Plan 2001-2005
- L.A. For the interior Atlantic Rainforest (WWF)& mid-term evaluation
- L.A. for the Chaco and Pantanal (TNC) & mid-term evaluation
- C.A. for the Chaco and Pantanal (DeSdel Chaco) & mid-term evaluation
- C.A for the Northern Block of and Legal Environmental Reform (IDEA), and
- Donors' environmental strategies and key program documentation including the WB's CAS, the IDB's new program strategy
- Additional reports as appropriate

Note: Two projects are managed by EGAT through the Leader Associates Award GCP I. Semi-annual reports and annual reports are available for these projects.

b) Individual and group interviews/meetings/teleconference

c) Presentation of the final reports

## **7.) Reporting and Dissemination Requirements:**

The field work will begin on/about 2/9 and continue until on/about 2/25. Three reports will be required. The first is a 3-5 page summary of the conclusions and recommendations of the 3 mid-term evaluations (DesdeChaco, WWF, TNC) which were carried out previously. This will be for USAID/W reviewers and will capture progress, lessons, recommendations, mid-course corrections and implications beyond the current SP period.

The second is a 3-5 page summary of the findings, conclusions, recommendation for the existing program and recommendations for activities beginning in 2006 which will be submitted by 2/26 with a debrief on 2/27. This summary can largely serve as the executive summary of the final report.

The final report will be due on 3/12 and will include the following: The report will include an executive summary of no more than 2 pages, single spaced document containing a clear, concise summary of the most critical elements of the report. It should be self-contained document that can stand alone from the report. The summary should be written in such a way that that individuals unfamiliar with this environmental SO can understand its basic elements and how the finding from the evaluation are related to it without having to refer to any other document.

The body of the report should be no more than 15 pages and consist of the following sections (please see outline in section 3B):

- Table of contents,
- purpose of the review,
- findings on progress made of current SO, recommendations for future SO activities in the sector,
- discussion of what others donors are doing and planning in the sector (especially IDB, WB, WB/GEF, UNDP)
- discussion of most important cross-cutting issues to consider in a strategy to promote “sustainable development” such as forestry development and sustainable forestry management, sustainable agriculture, water resource and watershed management, decentralization and the role of local governments in promoting sustainable resource management.
- Recommend the methodology best suited for developing the Mission’s strategy in the environmental area- focus groups, key informants, type of analysis, illustrative kinds of technical expertise and associated SOW for development of the proposed concept into an SO.
- Appendices (list of institutions visited, persons interviewed, other significant issues, etc.)